

## **Winter 2008 schedule**

### **BASICS OF MANAGEMENT**

**Starts January 3      Helena**

**8:30 am to 4:30 pm each day**

**Investment is \$425 (discounts for multiple attendees from one organization)**

This series involves those who are not now in a management position, but whom their agency sees as having leadership potential. Participants complete an assessment before the series and again following the series. Those who pass the post-assessment receive a recommendation that this training count as one-year constructive credit for supervisory experience or as a deciding factor when assessing substantial equally qualified candidates for a supervisory position. Classes will take place on these dates:

- **The Assignment      January 3**
- **The Challenge      January 9**
- **The Job      January 15**
- **The Staff      January 23**
- **The Problems      January 29**
- **The Choices      January 30**

### **Participants' comments about "Basics of Management"**

"This course was the most interesting, educational, and entertaining training I have participated in."

"So practical, with hands-on tools and skill-building to help us do our jobs better."

"This course was excellent. Going through the course made me aware of the many challenges a manager faces as part of the job."

"The instructors of this course presented the material in a way that made the class fun to be in while learning."

"I would recommend it to people not only thinking of becoming managers, but just for personal growth."

"You guys did a great job presenting. I enjoyed the class."

"What a wonderful learning experience. I really enjoyed the class."

"The whole course was great and very insightful for me. I have been recommending this course to my colleagues."

"The whole series was great! Thanks."

"Many issues related to both job and personal relationships and self-knowledge. Great class!"

"I felt this series was very eye-opening."

"This course should be attended by anyone seeking to improve the working environment."

"I learned a lot from this class. It will help me in my promotion."

"All the courses were very informative and all the instructors were very friendly and knowledgeable. I will definitely be suggesting this course to others."

"This course would apply even to those who do not plan to become managers if only to help them deal with the public and fellow employees through the course materials on personalities, use of humor, conflict, etc."

"This class has been very helpful and timely! Thanks for all the help and ideas."

"Very good course for those interested in becoming managers or those who are happy where they are and just more and develop new skills and strengths."

"The course was great for a new and different perspective on management."

"This course has given me the tools I need to feel comfortable in making the move to a supervisory position. Thank you."

"Good course! Useful tools."

"Overall the entire course was very informative. I learned a lot! Thanks."

"This course will change my views on supervising other people."

"This course is really good for someone who has not supervised people very often. I think it will help my relationship with employees."

"Great course! It really helped me evaluate my interest and potential in management."

"I truly enjoyed each session and have already found what was learned to be beneficial."

"This was an excellent seminar. Every day was helpful and relevant. The discussions with peers were very helpful. I am very glad I had the opportunity to take the course."

"The management series was helpful. I liked the small, diverse class. I like the concept of 'inclusion, control, and respect.'"

### **EXCELLENT ASSISTANT SERIES**

**Begins January 8**

**Helena**

**Investment is \$320 (discounts for multiple attendees from one organization)**

This series is designed for administrative support personnel. It offers practical tips and tools for persons whose main job is helping others. Six sessions are especially designed for the administrative assistants. One session is especially designed for the supervisors of those assistants. The sessions and dates are:

- **Managing Priorities**                      **January 8 (1 – 4:30 pm)**
- **Getting Organized**                      **January 9 (8:30 am – noon)**
- **Supervisor Session** **January 16 (8:30 am – noon)**
- **Communicating Clearly**                      **January 16 (1 – 4:30 pm)**
- **Writing Effectively**                      **January 17 (8:30 am – noon)**
- **Customer Service**                      **January 23 (1 – 4:30 pm)**
- **Working as a Team** **January 24 (8:30 – 3 pm )**

#### **Participants' comments about "Excellent Assistant Series"**

"The whole series is something all support staff should take. I will recommend it to co-workers."

"I have enjoyed these courses very much. Most of the classes will help out a lot."

"I believe that the entire series was a wonderful learning experience."

"I came to the course for a 'refresher' and was pleasantly surprised to be 're-charged' with practical, helpful ideas."

"I learned a lot from each course. I'm sure I will use these new tools."

"I really enjoyed taking this course; it helped me brush on all aspects of administrative support positions, from grammar, to communicating with difficult people. The interactions and team work was very helpful. Great instructors!"

"This was a great course. It covers many views and problems people have and different ways to solve them. Everything that I've learned I can use some way."

"I think these series have been very helpful to me. They have brought some wonderful ideas to my attention – I feel I will be able to better myself at my job because of these classes. They were very informative and fun!!"

"The series was excellent. It was enjoyable and I looked forward to each day and was not disappointed."

## **INTRODUCTION TO MYERS-BRIGGS TYPE INDICATOR**

**January 8**

**Helena**

**8:30 am - noon**

**Investment is \$105 (discounts for multiple attendees from one organization)**

Anyone who seeks a better understanding of themselves and others should attend this half-day workshop. Using the Myers-Briggs Type Indicator, participants will develop a thorough psychological self-portrait and a deeper understanding of themselves and others.

### **Participants' comments about "Introduction to MBTI"**

"Great class – would like to know more. Thanks"

"Gaining insight into other's personality."

"It was fun. Helped me to think about the other types in my life."

"Found out more about myself and opposite preferences."

"Wonderful – presented in a clear, fun manner."

"Learned it was okay to be yourself."

"I learned why some people see things differently than I do."

"Understanding my type as a person and to see where other people are coming from."

"Tools to work better with others."

"Appreciation that people think and act differently and that is ok."

"It was very interesting and I gained a lot of knowledge."

"Provides a great tool for assisting in furthering personal growth."

"I learned that people act according to their type preference and to recognize this preference to get along better."

"Learned more about how co-workers react to situations."

"Simply excellent!"

"Discussion and breaking into groups and asking questions was very good."

"Gained a better understanding of my coworkers and self."

"Seeing the outcome for our work group. Reaffirming of my own type."

"Understanding how others think/act/work/play made the course very interactive."

"Very good to see the differences."

"Affirmation of previous inner work."

"Learning more about the people I work with and for."

"Hearing from all involved in the class and now wanting to work with those different from me. I am very impressed with this course."

"Best PDC course I have taken. Kathy's approach is great, sensitive and understanding."

"Insight into how to make the material helpful."

"Learning how to relate with others despite our personality differences."

"Learning my strengths and weaknesses for accomplishing my job."

"Talking about how the information presented is applicable to our department and how we can improve on what we do."

"We are all different yet work well together, how to adapt in the workplace."

"I know have the material and information to better understand myself and the people I interact with."

"I gained insight to the reasons why have conflict in the office and how we perceive one another."

"Thanks! Good discussion, good insights into others' preferences and interactions."

## **MEETING-FUL MINUTES**

**January 10**

**Helena**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You're not alone. This half-day workshop will give you the tools needed to take effective notes and to write meaningful minutes.

### **Participants' comments about "Meeting-ful Minutes"**

"This was a great course. Very interactive, which helps immensely."

"Great ideas and experiences shared were very helpful."

"Excellent instructor, very helpful!"

"Wonderful presentation, lots of resources, and useful information."

"Validated what I currently do and gave me tips for improvement."

"Lots of ideas for me. Cornell system is very interesting."

"Templates are very valuable."

"Group discussion on individual short cuts. I gained some GREAT ideas by hearing what works for others."

"I found setting up forms and abbreviations helpful."

"New tips on how to make my minutes more useful and the information easier to find."

"I found that I was not alone in my frustrations."

"I was given all kinds of helpful information and forms."

"Good ideas for formats, before meeting preparations, what to record and what to leave out, methods of recording."

"How to summarize better."

"This is one of the best workshops I have attended."

"Great ideas on how to organize minutes more effectively."

"Great balance. Always appreciate having handouts as reference."

"Everything was to the point and informative. I was able to understand."

"Understanding what should be done before, during, and after a meeting to ensure accuracy."

"I will highly recommend this course to all that I know it could benefit."

"I liked all the legal information and tips of 'grammar and punctuation' that have changed."

"This is one of most educational and clear classes I have taken."

"This was the best seminar I've attended all year! I like the small class and how organized the workshop was."

## **APPROACHING SUPERVISION**

**January 10**

**Helena**

**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well.

### **Participants' comments about "Approaching Supervision"**

"It was well organized and stayed on track which helped cover more material, all of which was relevant."

"Useful tools and tips to assist me in my management role."

"Great class - I learned a lot from it."

"Helped me recognize some of the 'normal' things people go through when taking a new position."

"Clarification of supervisor's role and responsibility."

"How to communicate better in pressure situations."

"Best part: seven things not to do as a supervisor. Instructor did a good job of responding to questions and giving examples."

"Wonderful instructor, great speaker, easy to listen to, would definitely attend another of his presentations."

"The best thing about the course was the encouragement of better listening and communication skills."

"Affirmed a lot of my beliefs on how to be a good supervisor. I was very happy with what was presented in the time frame allowed."

"The best thing was the concept of matching leadership style to an employee's needs."

"Appreciated learning what kind of leader I am."

"The best thing I gained was the recognition of the range of human styles, progression of feeling in transition."

"I gained a better understanding of what a supervisor's role is and is not."

"This was a very good course. It gave a lot of insight to being and becoming a better manager."

"Better understanding of how to effectively supervise my area. What areas/skills I need to work on personally."

"I highly recommend others to take this class. Thank you for the opportunity."

"This class changed my opinion of what my role is and what supervisory power is."

"I learned that my leadership style needs to change according to the circumstances."

"This class was informative, well-presented, entertaining, with good feedback, insight, and knowledge that can be applied in any situation."

"Director/Coach/Supporter/Delegator concept and the need to vary response depending on the need of the individual was the most beneficial part of the workshop."

"Very worthwhile class. Thank you."

"Great class! Thank you."

"A better understanding of how both sides look at supervision and how best to handle it from the supervision side."

"Great course, good discussion among the group, made the course very interesting."

"Renewed awareness of supervisor/employee relations."

"This course showed me what kind of leader/manager I would be and see areas that I can improve on, such as communications, before I become a manager, making me a better manager in the long run."

"Learning about using different leadership styles in different situations."

"I liked the way you addressed and valued all comments and managed to bring discussion back to topic."

"New ideas, new perspective. Insight into myself."

"Learning how to become a more effective supervisor and dealing with different types of employees."

"The best thing was examining the leadership styles and suiting the leadership to the person/situation."

"Realizing how important communication is!"  
"The ability to adjust my coaching skills as required by the situation."  
"Learned different ways to support and manage people."  
"Learned what a supervisor is NOT responsible for."  
"The transition model for new supervisors was very interesting. Knowing that some of these changes are expected."  
"Clear understanding of what a supervisory position requires."  
"Learned more about communicating and being supportive."  
"Improving communication skills and delegating tasks."  
"Learned what the gains and losses are in becoming a supervisor."  
"Learned that you can't motivate your workers but if you motivate yourself it will help others."  
"The most valuable thing about this course was the understanding of how the basics of management sometimes aren't black and white. Good concepts."  
"John kept the group engaged, had good examples, transitioned from topic to topic well."  
"The information that different types of situations require a different type of supervision was valuable."

### **MYERS-BRIGGS AND CONFLICT RESOLUTION**

**January 15    Helena**

**8:30 am to 4:30 pm**

**Investment is \$105 (discounts for multiple attendees from one organization)**

The purpose of this course is to help you gain a richer understanding of your personality type and how it guides you in conflict situations. When we understand how the sixteen different personality types tend to present themselves in a conflict, we can better strategize how to approach the conflict, how to communicate better with individuals, and how to resolve the conflict situation. *Introduction to MBTI* is a prerequisite for this course.

#### **Participants' comments about "Myers-Briggs and Conflict Management"**

"Personal insight and insight on how to work better with others."  
"Awareness of how other people think about and perceive various situations."  
"Ways to relate to others."  
"This was the most entertaining, highly interactive and fun training to date!"

### **NEW EMPLOYEE ORIENTATION**

**January 24                      Helena**

**8:30 am to 4:30 pm**

**Investment is \$55**

This is an opportunity for new state employees to hear about and ask questions about their benefits package, retirement, classification and pay, safety, policies, training, and their rights and responsibilities.

### **TELEPHONE PRESENCE**

**January 29                      Helena**

**8:30 - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

Every time you make or receive a telephone call at work, you represent your agency or organization. The impression you make can be a lasting one. This half-day course will

explore ways in which you can convey your personal and professional best over the phone and meet the needs of your customers. It also emphasizes the skills needed to handle those "irate" citizens or customers.

**Participants' comments about "Telephone Presence"**

- "The best thing about the class was the discussion on how to deal with angry customers."
- "The course helped me to be aware of changes that I need to make."
- "Learning about listening."
- "The best thing was how to deal with irate callers."
- "Reminder about attitude and voice tone."
- "Phone attitude and customer service is important."
- "I appreciated the rephrasing statement on how to say things more appropriately."
- "The best thing was how to manage anger on the phone."
- "The best thing was how to deal with irate customers."

**ESSENTIALS OF MANAGEMENT**

**Starts January 31                      Helena**

**8:30 am to 4:30 pm each day**

**Investment is \$550 (\$100 discount if all classes are attended as scheduled; discounts for multiple attendees from one organization)**

This eight-part series addresses the needs of the first-line supervisors. It is an excellent program for new supervisors, and it will challenge seasoned supervisors and mid-level managers. Topics include teambuilding, performance management, long- and short-range planning, discipline handling, and legal issues of management. Each session runs from 8:30 am – 4:30 pm. Class schedule is shown below.

- **Leading                      January 31**
- **Planning                      February 5**
- **Developing 1 February 12**
- **Developing 2 February 13**
- **Controlling                      February 20**
- **Building                      February 26**
- **Protecting                      March 5**
- **Synthesis                      March 6**

**Participants' comments about "Essentials of Management"**

- "Excellent series. I would strongly recommend it to any supervisor. We have already applied many things."
- "I thought that this was a great course! Lots of helpful information, excellent instructors."
- "This was a very good training. I feel I've learned a lot in only 8 days."
- "I gained a great amount of information. I would highly recommend this course to others. I feel it was the most beneficial training I have attended while working at the state for the last 4 years."
- "Lots of information to apply to my supervisory style."
- "Wonderful class!"
- "Enjoyed all the courses. Great job – Synthesis pulled everything together."
- "Overall an excellent course – very practical to every day job issues."
- "I think this course has been very helpful and informative. Great job! Thank you!"



"Although I've taken a lot of management theory, this was very pragmatic. Specifically looking at new supervisor situations."

"The whole course was very valuable for me. It answered many of my questions."

"I learned how to deal with different personalities, management procedures and implementation techniques."

"Very good class presentation, would highly recommend it to anyone. Helped me to learn more about other state agencies."

"Great Class – very worthwhile."

"EOM was a very interesting class. I enjoyed it very much and learned a lot. I feel this could be beneficial to everyone."

"Clearly the most valuable to me was the exchange of information and ideas from the other participants."

"Overall great course – I like the variety – multiple instructors, interaction."

"Found ideas I could use from each day."

"Very good class. Learned a lot and gained much information from other students."

"Exchange of ideas from different perspective is great!"

"Great real world examples and discussion."

"Thank you for the great class!!!"

"Good course – heavy time commitment but well worth it."

"Everything is pertinent to the job. Excellent management tools."

"I recommend this course to anyone interested in management. Excellent course content, group activities, and instructors. I think you've done a great job of fine tuning this course."

"The course was very informative, well organized and presented."

"I felt the whole course was well designed and presented. I learned a lot and the course reinforced much of my personal philosophies about management and dealing with people."

"This was a wonderful class. I wouldn't change anything."

"I think every employee would benefit from attending this training. Even if they are not interested in taking a management position, they could gain valuable insights."

"Great ideas presented, especially through the class discussion."

"This training has been of enormous assistance in providing me with the skills to perform my job more effectively."

"The exercises were great. The course was very thorough and useful."

"This was a wonderful course!"

"This class was very interesting and informative. I appreciate the common sense format. It was easy to apply the concepts to my day-to-day activities. Thanks!!"

"This course provided a good overall presentation of information that will be helpful to me as a manager."

"This course has provided a variety of tools for me to use as a new manager. The instructors were insightful, knowledgeable, and helpful. My classmates were wonderful! What a great experience. Thank you."

"This course gives a good overview of common problems and how to deal with them. As a group we got to discuss the issues and it is very helpful in managing these problems."

"The whole EOM series has been extremely helpful as I deal with reorganization and teambuilding issues at my workplace. Thanks for your good work and guidance."

"The various teachers and formats were good. I reviewed the entire course content today and appreciate how thorough it is."

"I loved the course!"

"The entire course was the best training I've ever been to."



"I was impressed with the course. I have suggested that more people from my company attend."

"This class is absolutely necessary to all supervisors, managers, and administrators."

"Very good information. Should be required for all new supervisors."

"The overall course has been very informative, interesting, open, and a great package of tools that can be applied to using different approaches in management."

"Good class. Thought-provoking."

"Best training I have ever been to! Well worth my time and the cost. I will recommend it to others."

"Highly recommend EOM for every manager, it should be required for all managers every 5 years!"

"I think the whole course was well organized, very professional and highly educational. I have already used some of the tools and techniques and have plans to use others as well."

"This course opened up a lot of ideas and ways to deal with the issues. I learned a lot in this course."

"I think this class will help me make me a better manager. I enjoyed it!"

"The whole program was extremely helpful in providing tools and practical information which can be applied in our workplace."

"Practical skills I can apply to make my management more effective."

"I now have the knowledge and ability to do my job correctly and with confidence."

"An excellent and well-presented course. Instructors are outstanding."

"Entire course was great!"

"The whole series was very informative and helpful to me bring a first-time supervisor."

"A lot of very valuable information in an easy to follow format that I can refer back to."

## **GENERATIONS AT WORK**

**February 5                      Helena**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

For the first time, there are four generations currently in the workplace. Multiple generations have worked together before, but usually in a rather rigid hierarchy. Now there is less separation by job description. This challenges us to understand our own preferences, goals, and values; and to understand the preferences, goals, and values of our colleagues. This workshop will explore the influencing events and trends of each generation. We will discuss the characteristics of each generation, how they affect the workplace, and how we can better communicate.

### **Participants' comments about "Generations in the Workplace"**

"Class discussion was great."

"Great conversation about real world experiences that we could all learn from and apply to work and home."

"I have a better understand of what the generational 'cut-offs' are, and the things impacting each generation."

"I have more insight to the different strengths and tendencies of the generations."

"The discussions with other generations allowed me to see if my perceptions of their time were accurate, shared, or incorrect."

"I gained a lot of good insight to the different age groups. I believe this will help smooth some communication issues we have been experiencing within our work group."

### ***ETHICAL ISSUES IN PUBLIC SERVICE***

**February 5                      Miles City**

**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

**6.5 CLE Ethics Credits**

**Ethical Issues in Public Service** will benefit government managers at all levels, however it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy. If you attend, expect to engage in a lively discussion of pertinent and thought-provoking issues. John Moore, Director of the Professional Development Center, will conduct the seminar. In the past he has developed workshops in sensitive topic areas of common and statutory law.

#### **Participants' comments about "Ethical Issues in Public Service"**

"Thoughtful and very applicable to situations I face daily – helped give me some 'guidelines'."

"This course focused on issues rarely discussed in state management."

"Ethics is something we need to strive for and we don't hear about it enough, nor does the rest of management. It's good to reflect."

"Thought and debate on a philosophical level, of important issues we face as state attorneys. We don't have these discussions enough."

"Promoted great discussions. Scenarios were thought provoking. Facilitator was excellent."

"Great discussions – seeing different points of view."

"I really enjoyed this one!"

"Brought ethics to the front of my consciousness. Gave insight into public management."

"The practical tips on what questions to think about in evaluating ethical issues."

"The different aspects of ethics – what does it mean in different public situations. What makes and constitutes ethics."

"The best part was addressing situations that have no clear answer with multiple alternatives that could potentially work."

"The best part was the time to dwell on ethical issues that in real life are often overlooked."

"Interesting and thought provoking course."

"Liked the opportunity to discuss the issues."

"Excellent exchange of ideas."

### ***GIVING AND GETTING JOB REFERENCES***

**February 6                      Miles City**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

**Available for 3.0 CLE credits**

The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to get. Any employer has legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity, and other damaging actions have silenced many managers. This half-day seminar will explore the ins and outs of

references – both giving and getting them. Participants will learn about the legal environment and gain an understanding of safe reference practices.

**Participants' comments about "Giving and Getting Job References"**

- "I have a better understanding of appropriate use and documentation of references."
- "Lots of good information."
- "Good summary on the law relating to providing references."
- "I came for the CLE's primarily, but received considerable information and enjoyed discourse and John's presentation."
- "Interesting information regarding giving references - what is ok and not ok."
- "Solid discussions, good information from other participants, food handouts, and knowledgeable instructor."
- "The need to develop an in-house policy concerning giving references."

**PRE-RETIREMENT PLANNING**

**February 6 and 7**

**Helena**

**8:30 am to 4:30 pm both days**

**Investment is \$115 for those with a PERS system, \$182 for others**

**Spouses may attend free**

Under the joint sponsorship of the Public Employee's Retirement Board and the Professional Development Center, this two-day seminar is intended for anyone within ten years of retirement. The seminar looks at the physical, mental, and financial aspects of retirement including Social Security and state retirement benefits, estate planning, diet, exercise, and the mental adjustment to retirement.

**Participants' comments about "Pre-Retirement Planning"**

- "Best thing – financial insight and ability to plan for the future."
- "It provides an excellent basis to plan retirement."
- "Speaker made me rethink what I want to do with my assets."
- "I'm glad that I attended this seminar. I am about ten years away from retirement and was given great ideas and strategies to implement them."
- "This all was very good, very helpful to me and am glad I took part in it. Highly recommend it to anyone, even if they have a few years to go before retiring."
- "Thank you for such an informative session."
- "Cannot believe how much I've learned. All topics and info were excellent! Thank you."
- "All instructors were excellent. I will encourage younger individuals to attend early in their careers."
- "This was certainly worth my time."
- "I appreciated the professionalism and preparedness of the speakers."
- "This was the best training I've been to in 25 years of working for the state. This was very valuable. Thank you."
- "This was one of the best workshops I have attended. Well worth my time. Thank you."
- "Excellent two days of training! Very much appreciated."
- "Thanks for a great two days of info."
- "The workshop was great! I will definitely recommend this to co-workers to attend now, at least 10 – 15 years before retirement."
- "It was such a good workshop – I will recommend it to all my co-workers. All the speakers were very good and informative. I applaud them all."
- "Excellent program!! Well run – kept on time and on schedule."
- "Excellent! An awareness of the issues of retirement and an idea of questions to ask and matters to resolve."

"Lots of good stuff I was not familiar with."  
 "All the instructors were very informative. Excellent presentations."  
 "Thank you for allowing significant others to attend this seminar."  
 "Awaken my need to check financial and health concerns."  
 "This seminar gave me a better idea of what I need to be ready to retire and gave me a more secure attitude."  
 "This was a very beneficial class. It gives you food for thought. I think people should attend this at an earlier stage in life."  
 "Good information on where to go for answers to questions."  
 "Great information to consider regarding retirement, and how we're impacted by our decisions."  
 "Great way to spend my time! Thank you for gathering together such a wealth of information! I'd highly recommend this seminar to others."  
 "Great day! Very useful. Good presentations."  
 "Excellent seminar. Worth every minute."  
 "All the speakers were terrific!"  
 "All the speakers were knowledgeable – very good course."  
 "All the speakers were very good. Enjoyed the seminar and it will be a big help as I decide how and when to retire. Thanks."  
 "This has been very worthwhile and will be extremely beneficial as I approach the next few years."  
 "Great workshop! I learned so much so I can make a good decision about retirement."  
 "Very informative, interesting, and important. I would recommend this seminar to anyone who is planning to retire soon. I wish I had taken it when I was younger so I could have been more prepared financially."  
 "Renewed my energy to live healthy, to make good choices, and to plan – very good information shared. Thanks!"  
 "I got answers to questions that I didn't even know I had."  
 "Gave realistic projections of retirement income (and expenses) – which is a shock for most people."  
 "Retirement with pre-planning is much more pleasant."  
 "Good coverage of all subjects. Good food for thought for financial planning."  
 "Answered many questions I've had and provided resources of where to go to get more information."

## **CONTEMPORARY WRITING SKILLS**

**February 6**                      **1 – 4:30 pm**  
**February 7**                      **8:30 am - noon**  
**Helena**

**Investment is \$115 (discounts for multiple attendees from one organization)**

This ever-popular seminar is intended to improve professional skills in composing and revising prose, with an emphasis in punctuation, grammar, and style in contemporary use.

### **Participants' comments about "Contemporary Writing Skills"**

"I suggest anyone in a position to correspond with others in a business sense should take this class."  
 "Made what could have been a boring topic most interesting."  
 "Everybody needs to take it."  
 "Very well prepared and presented."

"Delightful humor helped the learning process."  
"Good humor and examples. It was fun!"  
"Gave a great reference to review when needed."  
"Courage to write simply. I know I can write complex material, and what good does that do?"  
"It made me feel comfortable with communicating on a more simple level. Even when others in my group try to do the opposite."  
"Great refresher for grammar skills. Also a big help to improve my memos and letters."  
"Very good. You make a hard subject interesting and fun."  
"Helped me sharpen my skills."  
"The helpful hints will be useful in developing a simple sentence."  
"I got a lot out of the class and found that others struggle with the same issues I have. Thanks."  
"Great class, will use reference material in the future."  
"This class combined information with application, making the information more memorable. Also, the presentation style was interesting and comfortable, with just enough humor to keep me awake! Excellent and worth my time."  
"It was all very helpful; keep your writing simple and easily understandable."  
"Very entertaining! "  
"Concrete tips on better writing and references to take with me."  
"The course is a great review and presents contemporary usage."  
"I feel that I can now at least put two sentences together and have them make sense."  
"I gained a better understanding of grammar and punctuation."  
"Thank you for making a painful subject relatively painless!"  
"It was nice to hear an honest approach to all of the useless stuff I learned in high school and college."  
"Very well done. Enjoyable, informative, and useful."  
"Learned not to be scared to write and that everyone can proofread."  
"Excellent instructor! Very helpful!"  
"Good class, very informative, with tips that be used for all writing styles. Great reference handouts!"  
"Great info on all aspects of course – style, grammar, and punctuation. Really enjoyed this course. Took away lots of useful information."  
"The content and presentation was very direct and easy to understand."  
"It was great to refresh on the different verb tenses and their proper use. I learned and 'remembered' a lot of things I had forgotten."

### **FARM: FORMATING ADMINISTRATIVE RULES OF MONTANA**

**February 12                      Helena**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

This half-day workshop will explore the ins and outs of getting administrative rules ready for publication. It's appropriate for support employees with actual or potential responsibility for formatting administrative rules from draft copy. It will cover new changes in format standards.

#### **Participants' comments about "FARM: Formatting Administrative Rules of Montana"**

"Excellent course."  
"A great course. Great direction on proper use of language."

"Information was excellent."  
"A useful course for those of us in the trenches."  
"A tough topic to bring life to, but John did well."  
"Clarification for this complex process."  
"The written handout is easy to understand and will be a great resource when working on rules."  
"A better understanding of the rules and their origins."  
"Great class – Thanks!"  
"Covers what really needs to happen in formatting rules – handouts are invaluable."  
"This class brought sense to what I have been doing for a year."  
"The Rules on Rules! Yeah!"  
"It clarified the bits and pieces that I've learned over a period of time."  
"Learning the grammatical and punctuation for writing rules."  
"Handouts/workbook were very thorough."  
"Very good and complete overview. Great tips on grammar and punctuation."

### ***ALL KIDDING ASIDE: PREVENTING HARASSMENT***

**February 13**

**Helena**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

**Available for 3.0 CLE Credits**

Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political views may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it.

#### **Participants' comments about "All Kidding Aside: Preventing Harassment"**

"Good discussion points, examining the aspects and complexities of different situations."  
"Very effective. Thank you."  
"I feel more comfortable in dealing with abusive behavior and language."  
"Very open and informative."  
"Input from the group helped shed new light on my perceptions."  
"Gave me a new perspective on several issues."  
"Concise guidelines as to what actually constitutes harassment."  
"Good discussion on communication styles."  
"Understanding gender differences that could lead to different interpretations."  
"Good examples that explained the legal language."  
"Learned the different forms of harassment."  
"More awareness for potential problems."  
"Gave me a better understanding of when harassment has actually occurred."  
"Good, open environment which led to productive discussion."  
"Think before you speak."  
"How to recognize trouble when it develops and also how to take action. Great interactive class,"  
"Definitions, boundaries, and courses of action to prevent harassment."  
"I thought this was a very useful class – even if to just raise my own awareness of my behavior and how I might affect others."  
"Differences between how men and women see things."  
"Information on Montana statutes."  
"John backed up key concepts with real-life case information showing applications of the law and outcomes."  
"Good course – informative and presented in an enjoyable manner."



"John does a very good job presenting information. He's funny but serious."  
"I personally find it offensive that I'm required to attend classes to cover the liability of the state!"  
"Good food for thought."  
"Differences between women's and men's outlooks on same circumstances.  
Awareness of liability issues."  
"Very informative."  
"John is a very good instructor with excellent balance in communication."  
"Thanks – this was much less painful than everyone thought it would be."  
"Group exercises helped make discussion of what could have been boring material fun."  
"Learning the legal issues and processes when filing a charge was valuable as was the clarification on 'reasonable accommodation.'"  
"The class has made me aware of some 'danger' zones and will help me in my new job."  
"Very specific examples."  
"The best part was the open format and questions answered."

### **EFFECTIVE MEETINGS**

**February 14                      Helena**  
**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

If you feel like you're spending your whole life in meetings, here's how you can make the time worthwhile. This half-day seminar will show participants how to stimulate meetings as a participant and as a leader. It will teach methods of designing clear meeting objectives and how to add creativity and energy to meetings.

#### **Participants' comments about "Effective Meetings"**

"Great class! I liked the 'how to format a meeting,' 'decision making,' and the importance of summarizing."  
"How to be a better facilitator and get the attendees to participate and prepare better."  
I enjoyed the discussion on action minutes, types of meetings, and interruption techniques."  
"I enjoyed this course and would highly recommend it to my co-workers."  
"This class offered timely and informative information that will help future meetings be more effective for me."  
"The best part was the action agenda and agenda wrap-up."

### **THE STATE BUDGET PROCESS**

**February 14                      Helena**  
**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

One of the most popular sessions of *Principles of Upper Management*, this course will benefit those who need more information on the budget process and how to assess and manage a budget. Tammy Peterson, Division Administrator of the Centralized Service Division of the Department of Labor and Industry, overviews:

- The Executive Planning Process
- Budget preparation
- OBPP and LFA analysis of budget requests
- Preparing for the Legislature

Legislative Session  
Projecting Expenditures  
Managing the Budget  
Management Tools in SABHRS

**Participants' comments about "Developing and Managing a Budget"**

"Great handouts."  
"Nice job: enthusiastic and willing to share her experiences."  
"Best course I've taken from PDC so far."  
"Informative and dynamic! Very useful information."  
"A wonderful learning experience."  
"I learned how to make budget information a management tool."  
"Great information. Thanks."  
"Great total picture of process."  
"An excellent overview of the budget process. SABHRS discussion was very helpful."  
"Excellent class. Material will be of great value in preparing a new proposal."  
"Excellent overview of EPP/state agency budget process."  
"I know have a better feel for the budgeting process and all of the forms used."  
"Great information. I benefited especially from the information on the legislative process."  
"The best thing was the EPP and legislative process for budgets."  
"Exceeded all my expectations!"  
"Great picture of the budget process."  
"Great anecdotes and useful practical information."  
"Excellent, very informative. Legislative and reporting information very helpful."

**WRITING JOB DESCRIPTIONS**

**February 20 Helena**  
**8:30am to 4:30 pm**  
**Investment is \$115 (discounts for multiple attendees from one organization)**

Writing job descriptions and job profiles is one of the most important jobs a manager can perform. There are certain principles that must be followed. This workshop will address those principles.

**Participants' comments about "Writing Job Descriptions"**

"Better overall knowledge of writing JDs. I have updated JDs and always struggle to do them correctly. The information from this class will help when writing and updating JDs."  
"A better understanding of position descriptions and how they are put together."  
"Good training for someone new to the development and review of JDs."  
"I learned a lot about doing JDs the correct way – not just adding fluff."  
"This course helped my understanding of the classification process."  
"How to access information online and write a good JD."  
"The importance of being brief and accurate when writing JDs. Taking the time and doing the groundwork before starting."  
"I appreciated the background information, the process for writing JDs, and examining examples for each section."  
"Good refresher course. I gained the knowledge of what is needed and expected in writing a job description."  
"Learned what you really need (or don't need) in a job description."  
"Gained knowledge of preparation and organization of material needed to write JDs."

"Helped me understand how to break process down to keep focus and JD a true reflection of the job."  
"Very informative and helpful."  
"My whole perspective on JDs has changed! The JD is a much simpler document and more useful than I ever realized. I liked the one-on-one contact and advice from the trainer."  
"Information on web resources was great!"  
"I have a clearer understanding of amount of detail (especially for tasks) required in JD – and how everything should tie together."  
"Excellent, useful and enlightening class."  
"I'm not scared of or dreading JD's/job profiles anymore!"  
"Great information, good materials, will be very helpful and relevant."  
"Website resources, JD guides, and discussion regarding tasks and duties are very valuable."

### **GENERATIONS AT WORK**

**February 20 Butte**  
**1 – 4:30 pm**

**Investment is \$87 (discounts for multiple attendees from one organization)**

For the first time, there are four generations currently in the workplace. Multiple generations have worked together before, but usually in a rather rigid hierarchy. Now there is less separation by job description. This challenges us to understand our own preferences, goals, and values; and to understand the preferences, goals, and values of our colleagues. This workshop will explore the influencing events and trends of each generation. We will discuss the characteristics of each generation, how they affect the workplace, and how we can better communicate.

#### **Participants' comments about "Generations in the Workplace"**

"Class discussion was great."  
"Great conversation about real world experiences that we could all learn from and apply to work and home."  
"I have a better understanding of what the generational 'cut-offs' are, and the things impacting each generation."  
"I have more insight to the different strengths and tendencies of the generations."  
"The discussions with other generations allowed me to see if my perceptions of their time were accurate, shared, or incorrect."  
"I gained a lot of good insight to the different age groups. I believe this will help smooth some communication issues we have been experiencing within our work group."

### **MANAGING CONFLICT**

**February 20 Helena**  
**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills identifying and resolving conflict. This seminar emphasizes communicating clearly and defusing confrontations.

#### **Participants' comments about "Managing Conflict"**

"A better understanding of how to expand the way I approach conflict and keep in mind other's positions/attitude."  
"Learning about a variety of different styles of dealing with people."

"These are many styles of conflict resolution and one may work better than others in any given situation."

"I learned what approach to try for different situations."

"Interactive discussions helped me to gain insights into how others would deal with the conflicts and recognize areas I need to improve in."

"Recognizing that interest behind the conflict need to be identified and addressed first."

"Learned about the different methods and means of managing conflict according to the type of problem."

"Best part of training was the way to look more professional and handle things more professionally."

"One of the best classes I have ever gone to!!"

"Best part of the training was the 'Two-minute Challenge' and effective ways to listen better."

"Various ways of dealing with conflict by learning how to recognize what approaches may be the most appropriate."

"Appreciated the ways to handle conflict in both professional and personal life."

"The best thing about the course was learning how people think, why they cause conflict, and what techniques to use to deal with the conflict."

"Evaluating and learning about my communication style, and my response to conflict, and tools for improving both."

"Increase awareness of my own role in conflict management/resolution."

"Learned there are different conflict management approaches and that conflict doesn't have to be negative."

"It gave me some good ideas on how to deal with conflict."

"Increased my knowledge of personal styles of handling conflict."

"Looking at my own conflict style was eye-opening."

## **WORKING WITH DIFFICULT PEOPLE**

**February 21                      Helena**

**8:30 am – 2 pm**

**Investment is \$94 (discounts for multiple attendees from one organization)**

You can't hand-pick the people you work with. Very often, you come across someone who seems – to you, at least – difficult to deal with. This half-day workshop focuses on several types of difficult people, as well as providing tips on recognizing and coping with them. It also emphasizes the communication skills necessary to cope with all sorts of people and situations.

### **Participants' comments about "Working with Difficult People"**

"I think this class shall be very useful. It was revealing and analytical."

"You think about all sides in how to deal with these people."

"How to work with, not against, difficult people."

"It gave me ideas on how to cope with difficult people."

"The different tactics that can be tried in dealing with co-workers."

"Opened my eyes that I need to be more patient and stop and think about how they are feeling."

"Finding out I need to be a better listener all the time, not just when I need to listen to solve a problem."

"Finding out that I might be part of the problem."

"It made me see things I do that aggravate a problem."

"Not to walk away, listen, and be patient."

"Learned about my style and how it differs from others."  
 "The best thing about the course was to recognize the characteristics of different people."  
 "More insight as to why I react the way I do to my 'difficult person.'"  
 "Better understanding of my role in conflict, and need for my own control."  
 "Identified my behaviors that let them take control or did not give them consideration."  
 "Recognizing the differences in people and their reactions."  
 "Our class opening discussed our communication styles and received options on how to deal with others."  
 "Plan, prepare, present."  
 "Great class. Film was fun."  
 "Different ideas on dealing with others and self."  
 "Self-evaluation was good. Seeing what I need to change so I am not a 'difficult' person."

### **RETIREMENT: BENEFITS OVERVIEW**

**February 21 Butte**  
**8:30 am – 4:30 pm**  
**Investment is \$97**

Do you know what your benefits will be in retirement? This one-day workshop will help answer your benefit questions and get referral information in these areas:

- Social Security benefits
- State of Montana Insurance benefits
- VEBA
- PERS benefits
- Deferred Compensation

### **WARM: WRITING ADMINISTRATIVE RULES OF MONTANA**

**February 26 8:30 am to 4:30 pm**  
**February 27 8:30 am to noon**  
**Investment is \$150 (discounts for multiple attendees from one organization)**  
**Available for 10 CLE Credits**

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.

#### **Participants' comments about "WARM: Writing Administrative Rules of Montana"**

"Very interesting class; appreciate the stimulating and thought-provoking exercises."  
 "Provided material that will be relied upon."  
 "Best short course I've had. John is knowledgeable, great presentation skills, devotes energy to keeping it interesting."  
 "I now have the ability to go back to my job and have a beginning point and guidance of what and how to complete the task of writing rules."  
 "I have a better understanding of the legislative side of rule making."  
 "I appreciated the reference sources which are a foundation to build on."  
 "Better understanding of the process of writing ARM's and where to find information."  
 "Ability to write rules and follow guidelines to achieve the department's goals."  
 "I liked the work sessions. I like hands-on approach."  
 "The material in the packet will be useful when writing rules."  
 "I learned a lot of the "back office" end of rule writing which is exactly what I needed."  
 "Immediately useful."

"The best thing was the practical exercise in evaluating comments and drafting responses."

"Excellent course. Made a boring subject fun and interesting while actually learning."

"Good, focused discussions. Having the pertinent statutes, ARMS, and other documents available in one place for further reference was helpful."

"An excellent overview with usable reference information."

"A better understanding of the rule writing process including style, format, and content."

"John Moore's courses are always informative, educational, and entertaining. Thanks."

"I now have a greater level of confidence in writing rules."

"Great class – I would highly recommend to others."

"I have a much greater 'comfort level' as I approach the process of rule-making."

"Very, very pleased with the course."

"Overall an excellent course, very helpful in explaining the process of rule writing."

"Great class! Very informative."

"John did an outstanding job –great combination of knowledge, humor, and public speaking."

"I implement rules in my job, now I know where they started."

"Starting from scratch was very informative."

"I appreciated the tips to create a valid rule."

"John made the course interesting and kept us thinking."

"The best thing about the course was the overview of the entire process, the time frames and the steps"

"Good information, you make working with rules fun."

"Great background in rule-making."

"Excellent class. Great learning tools on rule writing."

"Best government instructor I've had."

"Most interesting state training I've every attended."

"I dreaded the course fearing dry and too deep. John brought life to a potentially horrific class!"

"The idea scares me to death, but now I think I could at least attempt a try at it. Thank you."

"I understand the process much better and wish I had had this class a year ago. I think it was great and very helpful."

"The balance was very good. The exercises were great and necessary."

"Valuable information on style and language."

"A very good overall look as to how rules are looked at and written."

"Understand the difference between statutes and rules and why administrative rules are written."

"The best part was understanding the whole process."

"Even though I've written rules for a few years, this class was very helpful."

"I now have a sense of direction for the project ahead."

"A real life run through of the process with comments about what it means and how it works."

"I thought this was the most interesting educational session I have taken since working with the state."

"John took a tough subject and make it interesting and held our attention."

"Course was comprehensive. Included discussion, examples, and exercises. Materials are outstanding and John was very knowledgeable."

"John makes technical stuff seem fun!"



"I felt the material was very well presented in a format that worked well. Frankly much better than I anticipated."

"I now have a knowledge of resources to use when working on rules."

"Very detailed materials for reference and thorough discussion of pertinent concerns in the process."

"The hands-on exercises with follow-up of sample responses were great."

"I was able to see the basic start of finish process of a rule and the many facets it entails."

"I appreciated the discussion on how to handle proposed rule comments."

"I appreciated the comfortable atmosphere with different stimuli and activities to keep our attention on sometimes difficult material."

"I feel I have a much better understanding of the rule-making process."

"For a very highly dreaded topic, this was really as interesting as possible. I have a lot more respect for the people who can do this well."

"Very helpful tools to go back and reference when it comes time to write/revise rules."

## **ESSENTIALS OF MANAGEMENT 2**

**Starts February 27                      Helena**

**8:30 am to 4:30 pm each day**

**Investment is \$480 (\$100 discount if all classes are attended as scheduled; discounts for multiple attendees from one organization)**

This series is a seven day management training series adding to and building on the *Essentials of Management*. The content focuses on leadership, creativity, and special challenges that managers' face. Participants of *Essentials of Management 2* must be graduates of the regular *Essentials of Management*. The dates are as follows:

- **Leadership 1 February 27**
- **Leadership 2 February 28**
- **Resolution                      March 4**
- **Diversity                         March 11**
- **Performance March 18**
- **Envisioning                     March 25**
- **Integration                      March 26**

### **Participants comments about "Essentials of Management 2"**

"Excellent course – I've recommended it to several people."

"Great information from both the instructors and the participants. PDC's instructors helped foster an atmosphere of freely expressing ideas and opinions."

"Excellent! I acquired new tools and more awareness of how to deal with difficult people. I learned how I can improve."

"The class was great!"

"Very informative and helpful."

"Excellent! Invaluable tools for conflict management."

"The best part was the awareness of personality types – mine and other and how it affects leadership and how I can improve."

"Thank you – well worth my 6 days!"

"This course has inspired me to improve my leadership skills and given me ideas on how to do so. A good refresher on issues learned in EOM 1."

"Thank you for a wonderful series. I have gained a lot of insight in how to deal with different personality types and different situations. I have an improved attitude."

"I think the open, informal discussion atmosphere makes for a good learning environment."

"Essentials of Management 2 was an excellent follow-up to the first one. I really learned a lot and enjoyed going further in-depth on some of those hot topics we covered earlier."

"Very good experience. Thank you!"

"Tremendous opportunity to learn and share."

"Great motivating course. Gives me hope for change."

"This has been a great class which I will be able to use in my job and my life."

"Excellent course. Thank you!"

"Great course – Thank you!"

"Useful tools for use in the workplace."

"The whole series was awesome. I found all the sessions so useful – thanks."

"Thank you, not only for teaching this class, but sharing your knowledge and experiences!"

"Very good class – helps us to see our strength and especially our weaknesses that if improved would help us become better leaders."

"Always helpful to step back and look at the bigger picture – to consider different ideas and styles."

## ***SUPERVISING PERFORMANCE IMPROVEMENT***

**February 28                      Missoula**

**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

One of the biggest challenges that supervisors face comes when an employee is not performing up to expected levels. Confronting the problem can be difficult because of uncertainty, defensiveness, lack of clarity, and conflict. Failing to deal with the problem only makes it worse. This workshop explores the tools needed to recognize, analyze, and address performance problems.

### **Participants' comments about "Supervising Performance Improvement"**

"The best thing I gained from this course was an understanding there is a process with tools I can actually use in current situations. Great course!"

"Organized and logical presentation of material with lots of examples."

"Insight into things I do as a supervisor that can/should be changed. This should be mandatory for all supervisors."

"Very informative and valuable."

"The best thing I gained was the idea of keeping it positive and don't make it personal."

"Insight on how to stay on focus when dealing with personnel issues."

"I think long-term supervisors should take this class - refresh their memories and their ways of supervising."

"Learned to be specific about what is observed and communicate problems that way."

"Good ideas on approaching employees with performance issues and creating plans to resolve them."

"The AARP plan seems like an excellent tool to use. Very practical."

"The best thing was the two-minute challenge."

"I think this was a very valuable workshop, well worth the cost."

"Stressed the importance of documentation."

"Helped me understand more of what is expected of me."

"Very job related. Helpful hints were valuable."

"John gave a great presentation and made the information he shared with us understandable. It was information that I could take back and use immediately!"

"Interaction with other supervisors sharing of similar situations."

"This course gave me several tools to use that I'm confident will work and are simple to remember."

"I now have a better understanding of how to correct performance problems before they get out of control."

"I'm more confident and excited about coaching."

"I appreciated the ideas on supervisory log and better evaluation of performance."

"Truly care and listen even if you don't like or respect this individual."

"I thought the class was well balanced and interesting."

"This helped me think through the steps in the process of discipline and documentation."

"The importance of positive feedback. Outlined steps to take for a successful interaction in a difficult situation. I wish I'd had this class a year ago."

"Tools to assist me with problems with employees."

"Confidence with regard to handling a difficult employee. The ability to be comfortable and firm with the outcome."

"The details on how to approach and deal with a conflicting situation."

"I gained ideas on how to deal with employees who are not performing in a way that gets results without creating more problems."

"Outlining of communication and performance improvement tactics for addressing employees."

"I gained multiple strategies for communication and staying focused, and documenting performance at the time of occurrence."

"Once again PDC delivered a wonderful presentation the caliber of any other national training group. It kept us engaged the whole day."

"Good examples of feedback and new ideas for positive interactions."

"I appreciated the information on breaking the cycle of mistrust."

"A good insight on motivation and communication importance."

"Good job, professional, succinct, allowed good discussion."

"Thank you! I have more ideas as to how to handle situations and possibly avoid future problems."

"I liked the delineation between performance and conduct issues."

"The best thing about the course was the proper and legal procedures of dealing with a discipline issue."

"I appreciated the real-life examples."

## **STATE ETHICS LAW**

**February 29                      Missoula**

**9 am to noon**

**Investment is \$77 (discounts for multiple attendees from one organization)**

**3.0 CLE Ethics Credits**

The statutory Code of Ethics applies to all employees of state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

### **Participants' comments about "State Ethics Law"**

"John is always great – great humor, good knowledge, good trainer."

"A better understanding of where to look for and interpret ethics question."

"John has good rapport and encourages open discussion among attendees. I never felt 'cut-off' in presenting ideas or viewpoints."

"Excellent overview of Montana ethics law and practice."

"Very informative and interesting."

"Succinct handouts outlining primary provisions of Ethics Law and great discussions on many 'hypothetical' situations."

"Great class."

"Good information covering a very misunderstood aspect of our jobs."

"Excellent information."

"Clear explanation of legal environment and how it relates to ethical environment."

"This was a good overview of a complicated subject with enough lecture to get a basic grasp but focused on group work on case studies that really helped me understand the real-life application of the state ethics law."

"One of the best presenters I have heard. Very interactive, helpful and interesting; he did a great job."

"The best part was the insight into the specific laws pertaining to ethics."

"This was my first exposure to state ethics laws and I enjoyed hearing about it."

"Good analysis of state ethics laws and the issues they raise in everyday work situations."

"Discussion among participants was interesting and lively. Appreciated some clarification of law."

"Very interesting and thought-provoking."

"Discussion of real life situations involving ethical issues."

## **RECORDS AND INFORMATION MANAGEMENT**

**March 4                      Helena**

**8:30 am - noon**

**Investment is \$70**

**Available for 3.0 CLE credits**

In an age when agencies are generating and receiving paper and electronic records, the picture can grow fuzzy when addressing public records, state and federal requirements, technology options, and resource challenges. It's important for agencies to work smart, with procedures and practices that propel records and information management as a cost savings instead of a cost counter. This half-day class examines your agency's responsibility for managing records – what the law says, the benefits of "the basics," conversion and storage options, and establishing agency-directed retention schedules that support effective business. This class is a must for agency custodians, record coordinators, and employees responsible for managing hardcopy and electronic files.

### **Participants' comments about "Records and Information Management"**

"I learned how the State of Montana helps agencies to implement record keeping and management."

"Liked the hands-on examples."

"I now know where to begin with our agency records and getting schedules set up. I understand way more about records and the benefits."

"Awareness of records retention and disaster recovery."

"Background about records forms and flow through development of document."

"Evaluation of boxed records we currently have stored. Need to develop indexes, retentions schedules, and storage labels."

"Better understanding of records retention and disposal. Great idea for updating our records."

"Learning more about how the process has to proceed for electronic and hard-copy records."  
"Demystified the records management process."  
"I learned how the process works and what is required for records management and storage."  
"I learned the best way to fill out the forms."  
"The best thing was learning the difference between public and private records; retention; backup and archiving."  
"This class was very well presented. Patti was attentive to questions and concerns of the participants and very friendly."  
"The best thing was how to go about classifying your records to determine an appropriate retention schedule."  
"Good balance of information and class discussion."

### **MANAGING YOUR TIME**

**March 11**

**Helena**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

This session explores the idea of organizing and executing around balanced priorities. This seminar goes beyond checklists, calendars, and planners to a way of organizing based on putting "First Things First."

#### **Participants comments about "Managing Your Time"**

"A better understanding of my personal mission and where my time should focus."  
"Very well done and not just a gimmick or philosophy lesson."  
"Specific office management/time management resources for individuals."  
"Reminder of the importance of eliminating wasted time/chores and reframing priorities."  
"Better grasp on how to manage my time."  
"Well balanced class – lots of fun new ideas, and very informative."  
"The significant difference between right and left brained people. How these differences can cause different office interactions."  
"Thought-provoking."  
"Hints and tips to deal with interruptions and distractions."  
"Clarification of effective vs. efficient and organizing using visual aids."  
"How to overcome procrastination."  
"Knowledge of what I do to not manage my time and tools to help me better manage my life!"  
"Learned how to stop interruptions."  
"Setting goals are not the enemy."  
"Realistic ideas."  
"Ideas on action minutes, whiteboard with sticky notes, and planning needs were valuable."

### **INCREASING HUMAN EFFECTIVENESS: *Managing the Rapids of Change***

**March 11 and 12**

**Missoula**

**8:30 am – 4:30 pm each day**

**Investment is \$ 215**

Many organizations recognize the need to change and adapt to changing times. But, there's often a wall of resistance within the organization. People either won't change or don't care to change. The new skills and knowledge needed to improve an organization are not enough. Today, improved attitudes and habits are key to maximizing

organization effectiveness. Increasing Human Effectiveness lays the foundation for self-management and personal accountability. Mike Reynolds of Edge Learning Institute will present this dynamic, highly interactive workshop.

#### **Participants' comments about "Increasing Human Effectiveness"**

- "I will use the information on affirmations and setting goals."
- "Greater attitude = greater achievement = greater happiness"
- "Learned to eliminate negative self-talk."
- "I have hope now – previously I set goals but relied on willpower to accomplish them. I was unsuccessful. I'm hopeful I can attain my goals now."
- "I believe my personal and professional life will be vastly improved using this information."
- "One of the best seminars I have attended."
- "Different perspectives of methods to change. Concise steps to bring about the change."
- "Learned how to change my self talk into a positive experience."
- "Helped my insure what I value is consistent with my self talk and goals."
- "Helped me recognize that my words can either tear down or build up people, and to use opportunities to build people"
- "As a supervisor, I need to model 'increasing human effectiveness' for staff."
- "Helped me focus and articulate my goals, problems, obstacles and solutions. Provided practical, do-able tools to accomplish needed change."

#### **DOCUMENTING DISCIPLINARY ACTION**

**March 12**

**Helena**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

**3.0 CLE credits**

"If it isn't written down, it didn't happen." That is the basic principle of documenting disciplinary actions, and most managers know that. The legal and practical aspects of documentation can determine the success of discipline. This half-day seminar explores those aspects.

#### **Participants' comments about "Documenting Disciplinary Action"**

- "Excellent course. I will recommend this to all of my co-workers."
- "Examples were very valuable."
- "Practice, good, wise, reminder, new stuff and idea, glad I came."
- "Importance of separating facts from assumptions."
- "Well planned and presented."
- "Great material; clear, excellent information –great pace; checked for our understanding. Super class!"
- "Tips on making this a routine part of your week."
- "A better understanding of rules/laws/policies regarding documentation of discipline."
- "Reinforced importance of 'good' documentation."
- "What is usable or useless in documentation."
- "Keeping records, both good and bad, is important."
- "Importance of objectivity and ongoing clear communications, with emphasis on prevention."
- "Fun presentation with lots of knowledge and examples shared with us.Thanks!"
- "Importance of documentation and dispassionate observation."
- "Development of a process that I can start, to help me become a better supervisor by not just focusing on the negative."



"I liked the idea of a 'drop' file and the difference between formal and informal documentation."

"Great ideas of methods to implement with staff as prevention measures to avoid discipline problems."

"Learning how to document and to be specific."

"I have a better idea of how to stay on top of issues and the proper course for formal action."

"I gained the ability to distinguish what is proper and improper to document and that supervisors should constant both positive and negative actions."

"Outstanding class!"

"I appreciated the explanation of documentation levels and the differences between formal and informal documentation."

"Written examples of good and bad documentation was very helpful."

"Good tools and ideas to improve my ability to work with my employees."

"Specific examples from case histories, good handouts for future reference, memorized phrases, and documentation checklist."

"Very good information about documentation and a much more concise idea on how to handle supervision."

"For me, the difference between job performance and job conduct was important. This was an incredibly practical training. I am very pleased with it."

## **TEAMBUILDING**

**March 13**

**Helena**

**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain management skills. This one-day seminar on Teambuilding will include communication skills, developing team commitment, and team leadership. This seminar is intended for managers and supervisors involved in teams of employees, teams of equal partnerships, or in teams with their own managers and supervisors.

### **Participants' comments about "Teambuilding"**

"I'd recommend this course enthusiastically."

"You can both build trust and have fun when developing teamwork"

"The group really enjoyed the class – they were open and sharing."

"The course was absolutely fantastic. It helped us face a lot of problems we had with honesty and depth."

"This has been the best class I've ever attended. Thank you so much."

"This is one of the best days I have had in a long time."

"Thank you very much – I really enjoyed this training."

"Learned valuable tools and skills in organizing and working with teams."

"Insight into my areas of strengths and weaknesses and ideas on how to work on both."

"Practical information for immediate use in my office."

"Team skills necessary for success of the team."

"Great discussion and exercises!"

"Learning the stages of team development."

"Learning that there are different definitions to the same terms."

"Understanding that conflict with others is OK as part of the teambuilding process."

"Issues that affect communications."

"Best thing was to remember teambuilding is a process: forming, storming, norming, and performing – keep moving forward."

"This is exactly what I needed to build a strong cohesive team to get ready for the legislative session."

## **STATE ETHICS LAW**

**March 14**

**Helena**

**9 am to noon**

**Investment is \$77 (discounts for multiple attendees from one organization)**

**3.0 CLE Ethics Credits**

The statutory Code of Ethics applies to all employees of state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

### **Participants' comments about "State Ethics Law"**

"John is always great – great humor, good knowledge, good trainer."

"A better understanding of where to look for and interpret ethics question."

"John has good rapport and encourages open discussion among attendees. I never felt 'cut-off' in presenting ideas or viewpoints."

"Excellent overview of Montana ethics law and practice."

"Very informative and interesting."

"Succinct handouts outlining primary provisions of Ethics Law and great discussions on many 'hypothetical' situations."

"Great class."

"Good information covering a very misunderstood aspect of our jobs."

"Excellent information."

"Clear explanation of legal environment and how it relates to ethical environment."

"This was a good overview of a complicated subject with enough lecture to get a basic grasp but focused on group work on case studies that really helped me understand the real-life application of the state ethics law."

"One of the best presenters I have heard. Very interactive, helpful and interesting; he did a great job."

"The best part was the insight into the specific laws pertaining to ethics."

"This was my first exposure to state ethics laws and I enjoyed hearing about it."

"Good analysis of state ethics laws and the issues they raise in everyday work situations."

"Discussion among participants was interesting and lively. Appreciated some clarification of law."

"Very interesting and thought provoking."

"Discussion of real life situations involving ethical issues."

## **EXPLORING EMOTIONAL INTELLIGENCE**

**March 18**

**Helena**

**8:30 am – 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

"Emotional Intelligence" is for anyone who believes that IQ is the leading determinant of success – and for those of you who have thought differently. While factual knowledge and how-to skills continue to be important, emotional intelligence skills (such as flexibility, teamwork, handling emotions, communications, and enthusiasm) have become even more crucial and valuable. This class provides insights that expand

beyond the commonly held views of human intelligence. The information explores how people who possess high emotional intelligence are the people who truly succeed in work as well as play.

**Participants comments about "Exploring Emotional Intelligence"**

- "Learned new techniques to deal with conflict."
- "Identifying areas of weakness and obtaining skills ideas to help improve."
- "The interaction from the other participants – their thoughts and insights."
- "Liked the discussion of how the brain works and that transmissions can be broken."
- "Emotional intelligence affects over 58% of the job and how well you do. Your success isn't just how smart you are, but how emotional intelligence you are."
- "Good course! The best thing I gained was the idea that you can change your brain pathways to better use your emotional and intelligence side."
- "Video examples were great!"
- "This was lots of fun and a comfortable atmosphere to explore these ideas."
- "I have a better understanding of how emotions affect my work and personal life."
- "Great class exploring basic concepts that can elevate us to new levels of effectiveness."
- "A lot of useful information. Follow-up time and commitment from me are needed."
- "Good opportunity for self exploration. It will help in addressing conflicts I have at work and home."

**DECISION MAKING**

**March 19**

**Helena**

**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

Solving difficult problems and making complex decisions that affect policy, programs, personnel, and budgets are the stock-in-trade of the effective manager. This course gives participants an arsenal of skills, strategies, and techniques to help solve problems and make decision-making less risky.

**CONDUCTING PERFORMANCE APPRAISAL INTERVIEWS**

**March 20**

**Helena**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

Often managers and supervisors view performance appraisals as a one-way road to an unpleasant confrontation. Yet the appraisal interview presents a good opportunity for a constructive discussion – one that will benefit both the organization and the employee. This half-day workshop focuses on making the process work.

**Participants' comments about "Conducting Performance Appraisal Interviews"**

- "Recognition that appraisal form and criteria should be shared with employee at beginning of an evaluation period."
- "Excellent."
- "Practice interviews were excellent."
- "Excellent course. Would highly recommend it!"

**EFFECTIVE DISCIPLINARY ACTION**

**March 20**

**Kalispell**

**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one organization)**

## 6.5 CLE

Employee discipline is the most difficult and complex duty of the supervisor. It requires a good knowledge of policy and procedure, as well as a delicate skill for face-to-face interactions. This workshop is for supervisors and managers who want to improve their ability to administer corrective action for rule infraction and chronic poor performance.

### **Participants' comments about "Effective Disciplinary Action"**

- "The overall course was very helpful. The handout material will be a good reference material."
- "Great speaker, knowledgeable, very informative."
- "Filled in some of the blanks of disciplinary procedure for me"
- "Real world examples."
- "Well organized, very practical & useful information"
- "Instructor tied references with actual examples, clarifying intent."
- "Handouts will be very useful. Good ideas presented even for an old time HR managers like me. Good humor, need it for this topic."
- "Mr. Moore is very knowledgeable and did a fine job. His delivery was easy to understand and he made this course interesting."
- "John did a fine job of presenting this seminar: mixed a little humor with a very serious subject and covered lots of info in a the short period allotted. Thanks."
- "How to be very clear in what I write for documentation."
- "Great examples of court cases."
- "Ways to work with employee discipline. It was great."
- "Humor was great. John is knowledgeable and se up a lot of good examples of situations."
- "I learned that the discipline procedure does not have to be punitive; it can be positive for both the employee and the supervisor."
- "Reinforced the importance of documentation and handling things in a timely manner."
- "I really enjoyed this training. It was very informational and helpful to my supervisory position. This gave me a definite direction and plan to follow."
- "I appreciated the opportunity to apply what was learned in the group practice activity."
- "Great presentation."
- "I liked the systematic approach to dealing with the disciplinary procedure and the checklist of item to think through before taking action."
- "I gained new ideas and clarification on discipline issues."
- "Better understanding of my role and the employee's role in correcting workplace problems."
- "I gained ideas for managing employees to 'ward off' the need for disciplinary action."
- "The best part of the seminar was the completeness of the information: legal, practical, emotional, encouraging, different methods of presentation."
- "Great 'hands-on' information that I can use at my job."
- "Loved the documentation information. I knew I needed to work on it but now I have some ideas."
- "I appreciated the specific examples Mr. Moore used while presenting each topic. He also allowed for numerous questions and answer periods."
- "Clear, precise (not meandering) plain everyday language – not governmental jargon!"
- "Practical advice for complex issues without having to 'document' every little thing. Maintaining employee/employer relationship."

"John did an excellent job of sharing scenarios, problems and solutions."  
"Good ideas about how and how not to proceed."  
"The entire seminar was well done and met all my expectations - plus!"  
"Very informative. This is no longer a mystery for me."  
"I particularly appreciated the specific examples and sample verbiage one can use in a multitude of situations."

### **NEW EMPLOYEE ORIENTATION**

**March 20                      Helena**  
**8:30 am to 4:30 pm**  
**Investment is \$55**

This is an opportunity for new state employees to hear about and ask questions about their benefits package, retirement, classification and pay, safety, policies, training, and their rights and responsibilities.

### **MANAGING MULTIPLE PRIORITIES**

**March 21                      Kalispell**  
**8:30 am - noon**  
**Investment is \$87 (discounts for multiple attendees from one organization)**

One big effect of the technological workplace seems to be this: whatever the task, everyone wants it now. The public, your coworkers, your boss – they all think that the work you're doing for them is most important. And it is. That's why you need to manage multiple priorities. This half-day workshop will give you insight into your mode of dealing with priorities. It will also give you tools to reduce the stress and do your best.

#### **Participants' comments about "Managing Multiple Priorities"**

"The best thing was the Energy Profile and the ways to prioritize."  
"Gained good ideas to try. I enjoyed the training."  
"I thought it was time well spend and will help me in managing my time better."  
"I thought this was a very valuable class and will recommend it to others."  
"Confirmed that positive fun attitude actually helps productivity."  
"I learned that I should schedule my priorities not prioritize my schedule."  
"Great balance. Excellent handouts to refer back to."  
"Best thing was the urgent-important matrix."  
"I found this class very helpful."  
"Learning what kind of person (left or right brain, energy profile) helped a lot to understand how I deal with things."  
"The course was concise and excellent. It helped me recognize my strengths and weaknesses and what to do about them. This course did for me in one afternoon what other courses have attempted to do in 2 days."  
"Very interesting material. Enjoyed the energy profile."  
"Great job, this will help me tremendously!"  
"Great ideas for how to reevaluate my time and allocate it so I get the most bang for my time buck."  
"Arbie/Elbie showed me what areas I may need to look at to be even more successful at what I do. Thanks."  
"To be creative and ask how the things I do affect others."  
"Attitude effects priority management."  
"Thanks for the informative presentation – I've taken some valuable insights from the class."  
"I have things to think about and how to improve my attitude and goals to meet my personal objectives and well as work objectives."

"Great food for thought and to practice."  
 "Keep in perspective what's really important."  
 "Better understanding of personal strengths and weaknesses."  
 "Great class!"  
 "Useful tips for prioritizing."  
 "Connecting priorities to agency goals and mission was great."  
 "Insight into my personality and how it affects how I do my job was beneficial."  
 "The ideas and tools presented on how to organize one's time are extremely useful.  
 The profiling tools were especially interesting."  
 "Recognition of the importance/urgency matrix and directing my work priorities into  
 boxes 1 & 2."  
 "Great tools for personal growth and reflection."  
 "Found the important/urgent quadrant segment interesting and helpful. Liked the  
 Fish video."  
 "Insight into ways to eliminate or control stress-causing situations."  
 "The self awareness activities helped me to understand how I deal with priorities and  
 how to adjust my work."  
 "Tools and approaches to solve conflicts."  
 "Very worthwhile."  
 "Affirmed that I basically know what to do. Gave me tools to fix what I didn't know."  
 "Format is well-balanced between discussing activities and presentation."  
 "Worthwhile workshop. It gave me tools and ideas to put into practice – thank you!"  
 "Gave me insight into how I do things. Confirmation that it is not easy, that everything  
 won't get done."  
 "John offered many different tools and ideas for understanding ourselves, developing  
 and balancing our skills, and prioritizing work."  
 "Thank you. This allowed me to see a new way of looking at my work – realized  
 that I am not that busy, I just need to concentrate on the task at hand."  
 "The idea of taking the time to consider which of my job responsibilities has the  
 greatest positive effect of the mission of my organization."  
 "I learned some surprising things about myself, such as left brained vs. right brained,  
 that help me better understand 'how' and 'why' I do what I do."  
 "That I need to respect my right-brained way of doing things, by setting priorities  
 using paired comparisons."  
 "Determining what is important and urgent and what is not."

#### ***A DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW***

**March 25      Helena**

**8:30 am to 4:30 pm**

**Investment is \$115 (discounts for multiple attendees from one  
 organization)**

**6.5 CLE Credits**

Agencies try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility regarding public records and public meetings.

#### **Participants' comments about "Delicate Balance: Privacy and the Right to Know"**

"Best seminar I've been to in 18 years; excellent material and good class participation."  
 "Instructor was extremely knowledgeable about topic with supporting documents. A good primer on privacy considerations."



"A good discussion of the issues and the foundations for decision making."  
"Specific statutes, cases, opinions which can be relied on for direction."  
"Knowledge of state law and statutes; allowing me to better address these issues in the future."  
"I have a much better understanding of how to balance the two issues with plenty of references for advice and direction."  
"I would highly recommend this course to organizations dealing with school-related issues."  
"Lots of tools and learning."  
"There were a great variety of issues and examples presented, provoking thought and good discussion."  
"Principles clearly defined with case examples to support principles."  
"Good discussions – brought out lots of issues and were food for thought."  
"Balancing test – right to privacy vs. demand for disclosure."  
"I have a better understand of Montana law and obligation to disclose documents and hold open meetings."  
"Exercises were good and forced us to think about the issues presented. These helped us apply the law we studied during the day. Lots of group involvement was interesting. People came from a variety of backgrounds which made for some different viewpoints."  
"Specific knowledge that has direct application to things I am currently working on."  
"Great information. I have several ideas that I can take back to my office and use."  
"Enjoyed the entire class. One of the best training sessions I have taken as a state employee. Very beneficial for all those dealing with personnel files and issues."  
"The course helped provide a basis for applying balancing."  
"Really an outstanding overview of a very murky subject."  
"John consistently does a good job with challenging subjects."  
"Good course – thought provoking. Thank you."  
"Best speaker and course I've attended that's been put on by the state."  
"Examples of case histories were very useful for understanding material presented."  
"Real life examples of how courts have applied the balancing test."  
"Excellent presenter, extremely knowledgeable."  
"Definition of what is or is not a public meeting and public record."  
"Excellent information."  
"Very well done. I have a clearer understanding of the issues. Good practical application information."  
"Great examples and subject matter."  
"This course was much needed, clear, and should be presented to all people who work in government positions."  
"Very informational. I appreciated not only the information, but also the case law behind it."  
"Addresses specific problems of state employees."

### **MEETING-FUL MINUTES**

**March 26      Missoula**

**1 – 4:30 pm**

**Investment is \$87 (discounts for multiple attendees from one organization)**

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You're not alone. This half-day workshop will give you the tools needed to take effective notes and to write meaningful minutes.

### **Participants' comments about "Meeting-ful Minutes"**

- "This was a great course. Very interactive, which helps immensely."
- "Great ideas and experiences shared were very helpful."
- "Excellent instructor, very helpful!"
- "Wonderful presentation, lots of resources, and useful information."
- "Validated what I currently do and gave me tips for improvement."
- "Lots of ideas for me. Cornell system is very interesting."
- "Templates are very valuable."
- "Group discussion on individual short cuts. I gained some GREAT ideas by hearing what works for others."
- "I found setting up forms and abbreviations helpful."
- "New tips on how to make my minutes more useful and the information easier to find."
- "I found that I was not alone in my frustrations."
- "I was given all kinds of helpful information and forms."
- "Good ideas for formats, before meeting preparations, what to record and what to leave out, methods of recording."
- "How to summarize better."
- "This is one of the best workshops I have attended."
- "Great ideas on how to organize minutes more effectively."
- "Great Balance. Always appreciate having handouts as reference."
- "Everything was to the point and informative. I was able to understand."
- "Understanding what should be done before, during, and after a meeting to insure accuracy."
- "I will highly recommend this course to all that I know it could benefit."
- "I liked all the legal information and tips of 'grammar and punctuation' that has changed."
- "This is one of most educational and clear classes I have taken."
- "This was the best seminar I've attended all year! I like the small class and how organized the workshop was."

### **WORKING WITH DIFFICULT PEOPLE**

**March 27      Missoula**

**8:30 am – 2 p.m.**

**Investment is \$94 (discounts for multiple attendees from one organization)**

You can't hand-pick the people you work with. Very often, you come across someone who seems – to you, at least – difficult to deal with. This half-day workshop focuses on several types of difficult people, as well as providing tips on recognizing and coping with them. It also emphasizes the communication skills necessary to cope with all sorts of people and situations.

### **Participants' comments about "Working with Difficult People"**

- "I think this class shall be very useful. It was revealing and analytical."
- "You think about all sides in how to deal with these people."
- "How to work with, not against, difficult people."
- "It gave me ideas on how to cope with difficult people."
- "The different tactics that can be tried in dealing with co-workers."
- "Opened my eyes that I need to be more patient and stop and think about how they are feeling."
- "Finding out I need to be a better listener all the time, not just when I need to listen to solve a problem."
- "Finding out that I might be part of the problem."

"It made me see things I do that aggravate a problem."  
 "Not to walk away, listen, and be patient."  
 "Learned about my style and how it differs from others."  
 "The best thing about the course was to recognize the characteristics of different people."  
 "More insight as to why I react the way I do to my 'difficult person.'"  
 "Better understanding of my role in conflict, and need for my own control."  
 "Identified my behaviors that let them take control or did not give them consideration."  
 "Recognizing the differences in people and their reactions."  
 "Our class opening discussed our communication styles and received options on how to deal with others."  
 "Plan, prepare, present."  
 "Great class. Film was fun."  
 "Different ideas on dealing with others and self."  
 "Self-evaluation was good. Seeing what I need to change so I am not a 'difficult' person."

### ***CREATING A MOTIVATING ENVIRONMENT***

**March 27                      Helena**

**8:30 am - noon**

**Investment is \$87 (discounts for multiple attendees from one organization)**

This workshop is for managers and employees who believe that quality of work is the direct result of the quality of the work environment. The goal is to develop skills in creating that optimal work environment, where individuals can do their best and most creative thinking on the job.

#### **Participants' comments about "Creating a Motivating Environment"**

"This was GREAT!"  
 "Thank you! Very helpful. Good ideas to think about implementing. Reinforced ideas that we are already working on."  
 "Exceeded my expectations."  
 "Made me realize how different employees may need different motivation."  
 "I enjoyed the workshop. It was educational and entertaining, too!"  
 "Great hearing ideas from the other participants as well as the instructor."  
 "Upbeat and informative."  
 "I gained new ideas of things I can implement in the office."  
 "Different motivations work for different people."  
 "Gave me insight on how to help improve our audit-site chemistry and interaction."  
 "Provided valuable insight on behavior/attitude/outlooks and how this affects the workplace."